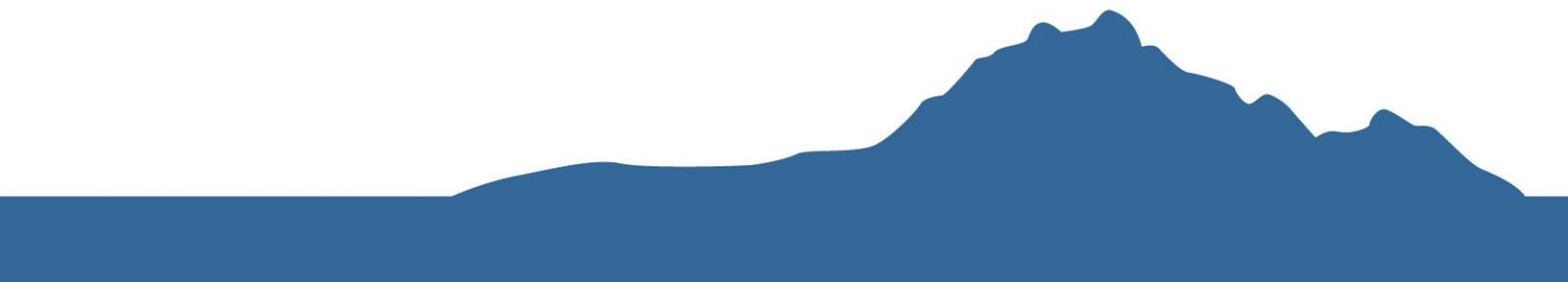
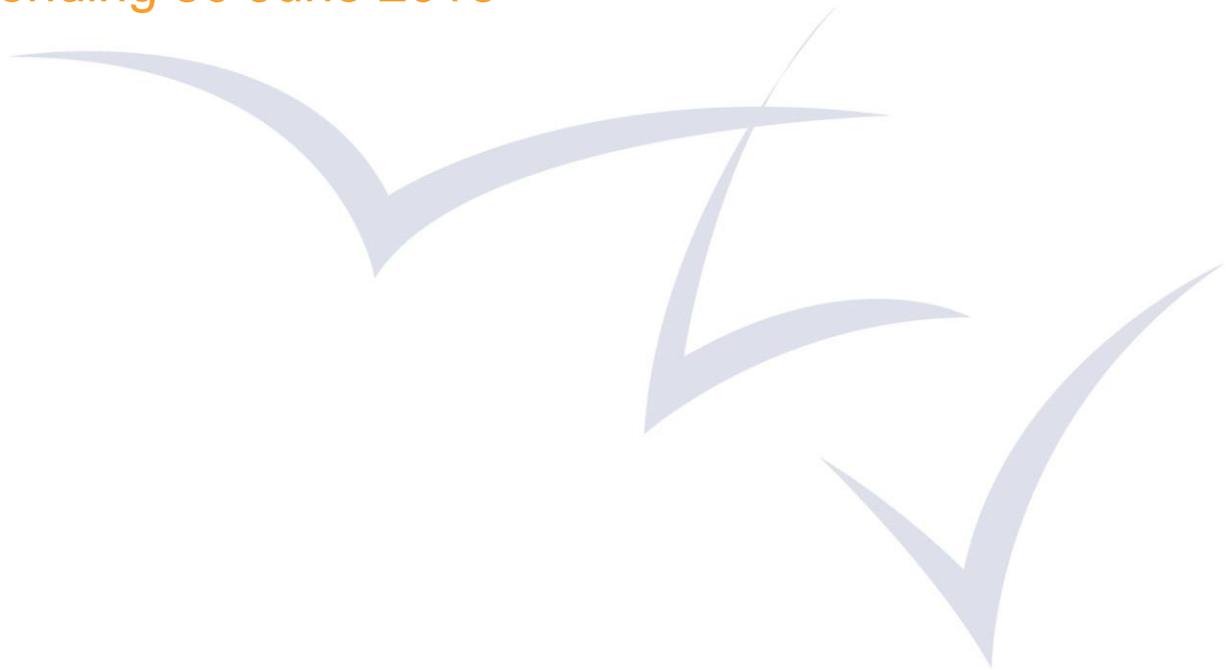




Annual Plan

Year ending 30 June 2016



GENERAL MANAGER'S SUMMARY

Flinders Council continues to work collaboratively towards improving the economy, our quality of life, environment, assets, infrastructure and governance processes and standards. It is the fundamental drive for improvement and greater engagement with our community that continues to inform our Annual Plan and Budget Estimates for 2015/16.

The 2015/16 Annual Plan and Budget Estimates set out what Council will deliver in terms of services, programs and projects for the financial year. The activities identified are aligned to Council's goals and objectives, and deliver on a new and comprehensive Strategic Plan. The document also brings together the priorities of a diverse range of policies, strategies and decisions adopted by Council over the past years that continue to inform actions in the period ahead.

The 2015/16 year will see Council continue to invest in the renewal of community assets such as the Lady Barron Hall, public toilet facilities and Whitemark boat ramp and jetty; and a further investment into the improvement of waste management services.

Council has a primary focus on growing the population of the Islands through a range of programs and initiatives. The year ahead will see a continued focus on community and economic development by improving engagement with and support to our community at a grass roots level. This is primarily based on the belief that our community can positively shape its own future through connected efforts and the sharing of responsibility between individuals, organisations, businesses and all levels of government.

Council will focus on advocating for telecommunication upgrades; tourism marketing and branding; exploring how to increase suitable housing options on island; assist entrepreneurs and niche business development and support the growth of our agricultural sector.

At an investment level, the year ahead is an exciting one for the Islands, with over \$30 million in capital projects to be constructed and other major projects well advanced in the planning stage. The impact of these investments on the island economy will be marked and builds further on the positive momentum evident in so many sectors of the economy and the community. Council will continue to work and advocate for major projects beyond those already planned for delivery in the year(s) ahead to ensure the pipeline of investment and momentum is maintained.

The State Government directive to have one State-wide planning scheme will see Council move quickly to implement a new interim planning scheme to meet their requirements in the coming year. Much work has already been completed on this project and further development of local area plans and supporting strategic land use planning work has refined the scheme for our local needs. The approval and

implementation of a new planning scheme will not be without challenges for staff and the local community and Council continues to explore how information, assessment and compliance can be undertaken in a more professional and cost effective manner.

The Federal Government has provided a significant injection of funding to the Roads to Recovery program for the year ahead. Having stockpiled road aggregates purchased last year and securing a major commitment from the State Government for reseals on the State Road, Council will invest in a new bitumen sealing truck and automated spreader boxes and embark on the largest reseat program seen in many years to improve the condition and life span of these core assets.

Our commitment to ongoing organisational and governance improvement and efficiencies is underlined by a number of initiatives within our 2015/16 Annual Plan. The refinement of the risk management framework, long term financial and asset management plans, business planning framework, records and financial management systems and the refinement of the integrated performance management and reporting system will further improve the delivery of responsible, transparent, effective, compliant and efficient services to our community. Building on this Council will also support the functions of a dedicated Audit Panel to independently assess the operations of Council as a whole.

Council has set a challenging budget with no staff cost increases above the preceding year and reductions in contractor and consultant costs. Finding further cost saving measures at an operational level while meeting these requirements will be exceptionally challenging. With the Auditor General directing that all Councils must work towards the delivery of an underlying operational surplus, the budget set by Council continues to work towards this goal by balancing efficiencies at a staff and program level, generating revenue for other non rate based sources and continuing to raise rate revenue to a sustainable level.

After many years of financial and organisational consolidation, the year ahead will be one based on the delivery of cost effective programs and services and much needed infrastructure upgrades for the community we serve. With a small but committed staff team and a cohesive Councillor leadership group, Council is well placed to deliver on the Annual Plan presented.



Raoul Harper
General Manager

FLINDERS COUNCIL ANNUAL PLAN

Flinders Council's Annual Plan for the 2015/2016 financial year has been prepared and adopted by Council in accordance with Section 71 of the *Local Government Act 1993* in that it:

- is consistent with Council's Strategic Plan;
- includes a statement of the manner in which Council is to meet the goals and objectives of the Strategic Plan;
- includes a summary of the budget estimates adopted by Council; and
- includes a summary of the major strategies to be used in relation to the Council's public health goals and objectives.

In 2015/16 Council will endeavour to meet the goals and objectives of the Strategic Plan in an inclusive manner with its community members.

Summary of the Estimates for the 2015/16 Financial Year

Estimated Revenue of the Council	\$5,441,184
Estimated Expenditure of the Council (Includes Depreciation Expense of \$ 1,470,356)	\$5,724,371
Estimated Borrowings by the Council	\$700,000
Estimated Capital Works of the Council	\$2,043,999

Our Vision for the Furneaux Community

To retain our lifestyle and unique landscapes through positive leadership that encourages innovation, population growth, asset attraction, partnerships, and improved health and wellbeing for our community.

FLINDERS COUNCIL

MAYOR

Cr Carol Cox

DEPUTY MAYOR

Cr Marc Cobham

COUNCILLORS

Cr Chris Rhodes

Cr Peter Rhodes

Cr Ken Stockton

Cr David Williams

Cr Gerald Willis

CORPORATE MANAGEMENT TEAM

Governance

Manager: Raoul Harper

Corporate Services

Manager: Sophie Pitchford

Community & Economic Development

Manager: Jana Harper

Development Services

Coordinator: Jacci Viney

Strategic Planner: Robyn Cox

Infrastructure

Works & Services Manager: Brian Barnewall

Airport Manager: Jeff Grace

OPERATIONAL PLANNING

INTRODUCTION

The *Local Government Act 1993* provides under Section 71 that Council must prepare operational plans for its area. The Annual Plan for the Flinders Council outlines the priority activities and projects that will be undertaken by the Council in the 2015/2016 financial year.

Your Council has determined these priorities after consideration of the Strategic Plan and the resources required to undertake the work. Council staff have considered Council's priorities and determined the actions, financial and other resources necessary to achieve the outcomes identified by the Council. The management group has coordinated these inputs into a single plan that was submitted to Council for approval. The approved Plan forms the basis for employee action, activity and performance management for the financial year ahead.

Responsibility and therefore accountability remains under the Act with the General Manager for the implementation of this Plan. Individual Managers are responsible for meeting functional targets identified by the Plan within the limitations imposed by resource allocation determined by the budget approved by Council.

PURPOSE OF THE PLAN

The Plan fulfills the purpose of the *Local Government Act 1993* by ensuring a disciplined approach is employed to efficiently and effectively use the resources available to Council. The Plan, of course, is subject to regular review. It will be the benchmark for senior management and Council to appraise organisational performance and strategic direction.

OUR STRATEGIC FOCUS AREAS

1. Population Growth

Focusing on strategies, projects and policy initiatives that support the community, economic development and investment attraction.

2. Infrastructure and Services

An Islands' specific based approach to planning and delivery to ensure community and environmental values are maintained.

3. Access and Connectivity

Work with service providers and other relevant stakeholders to improve security, reliability and cost effectiveness.

4. Strategic, Efficient and Effective Organisation

Responding to risks and opportunities.

5. Liveability

Protect, improve and promote the health and wellbeing of the Islands' communities.

STRATEGIC FOCUS AREAS AND OPERATIONAL PLAN

Strategic Focus Area 1: Population Growth

Strategic Outcome: Focusing on strategies, projects and policy initiatives that support the community, economic development, innovation and investment attraction.

Council has outlined a clear desire to grow the population to levels that will support greater sustainability, access to a greater range of choice for local services and goods; and increase ongoing service delivery for essential activities associated with health, education, employment and enterprise.

Underpinning an ambition to support population growth is a Council determination to assist in diversifying economic activity, building on the strengths of the Islands' primary resources and agriculture so that Island residents have opportunities for employment and to create their own economic futures. Opportunities to grow the tourism base are expected to contribute to the future of the Furneaux Islands' economy. To support business development there is a need for a targeted and strategic approach to overcome the limitations to innovation and broader entrepreneurial activity (e.g. remoteness) on the Furneaux Islands.

Council's role in supporting innovation and enterprise on the Islands must be clear and realistic. There is a need to undertake activities that support marketing, investment attraction and broader community economic development objectives in a coordinated manner. Council can play a leadership role in developing innovation on the Island and helping to establish a culture that is conducive to innovation. The most suitable and appropriate method to achieve this outcome will require investment and further investigation during the term of this Strategic Plan.

Supporting key industries, capturing and fostering innovation, maintaining community resilience and developing a diverse range of activities to derive income are key economic development challenges for Council. Ensuring access and connections (physical and digital) to markets for local firms is also considered a vital economic development activity.

Council has identified a need for strategies to support access to affordable and secure housing that enables population growth and promotes community and employment participation locally. Further assessment is required to identify priority housing needs and overcome development constraints to ensure new residents can securely relocate to the Islands.

Council recognises that our existing community, lifestyle and values are key attractors to new residents and need to be supported and valued if population growth is to be achieved.

Increased visitation to the Islands also provides significant local benefit. Tourism, business investment and seasonal visitors all provide opportunities for increased prosperity on the Islands.

Rationale

- While there has been a recent increase in 'working age' families and births during the current Census period, existing modelling and long term population forecasts suggest that ongoing reduction in population is likely to continue unless interventions are made. This brings into question the sustainability of the Council, as there is a correlation between the Islands' population and the financial sustainability of Council.
- It is clear that the Flinders Municipality benefits from strength of social, cultural and human capital, and it is these core assets that are impacted the most through population

decline. The population is also ageing – the median age for the Furneaux Group is 52, compared to 41 across regional Tasmania.

- Continued investment in community engagement to identify partnerships and delivery models that enable shared responsibility across Council, community partners and other agencies/organisations should be central to future project delivery.
- Housing and subdivision are key contributors to local land use planning, however, anecdotally housing supply, affordability and rental availability are all constraints for new residents to the Island. There is an inherent cost impost associated with building on the Island that drives up prices – and the general decline in population size is not driving centralised housing supply in existing settlements.
- Overcoming limitations to on-island financing and ensuring a co-ordinated environment to support local investment and small business is critical. Access to finance for personal and business investment is recognised as a significant constraint. While local businesses currently support existing banking structures, opportunities to identify partnerships that enable community development outcomes through banking and co-investment models and directly benefit the Furneaux Islands' population should be explored.
- The combination of production and value adding as a combined land use presents an economic development opportunity that supports diverse revenue streams for households, enables diverse primary production and enables increased rural living. Land use strategies that support a range of niche farming activities and rural living outcomes could be explored to support appropriate investment.
- Improving access to services (health services, waste management) presents a challenge to Council. Pressure to provide greater access and improved standards will increase with population growth.
- The reduction of population, coupled with an ageing population places pressure on the existing levels of volunteerism, results in reduced sporting groups and lower numbers of people who actively contribute to life on the Islands through a range of diverse activities. There is an opportunity to focus on 'regional returners' who are often within a working age of 25 – 44. This cohort value lifestyle, proximity to friends and family and access to schools, childcare and health services, housing affordability and reducing the overall cost of living.
- Industry development, economic development and associated enterprise activity is constrained by the cost of access to goods, markets and customers that is inherit to an island community.
- Flinders Island businesses are unlikely to ever develop sufficient scale to be able to compete on the basis of cost. Therefore, encouraging innovation and entrepreneurship that focuses on other avenues to developing sustainable enterprises, such as quality, security, brand, location and remoteness of production and experience is needed. A range of industry approaches including: niche marketing; cooperative business structures and branding; capability building; and process improvement should underpin regional innovation strategies and the future growth of the Islands.
- The agriculture and fishing sectors remain the largest employers in the Furneaux Island Group, representing 25% of the total workforce.
- Tourism, agriculture and agricultural value-added production and processing represents significant opportunities for economic development. Opportunities to embed innovation with existing economic activity on the Island should inform Council's economic strategy.
- Tourism sector generates \$4.3m in annual economic output and is estimated to support 24 jobs. This presents a low base to build upon in terms of overall economic contribution. Preliminary assessment of the local tourism industry indicates a disparate approach to the market. Broader assessment of the sport and recreation market and nature based market

as a source of tourism should be considered as part of the broader development of the Island's tourism offer.

- Recent analysis and spatial modelling of enterprise suitability mapping for the western coastal areas of Flinders Island indicate strong pre-conditions to support barley, blueberry, rye-grass and white wine production;
- The need to strengthen existing economic drivers through provision of suitable land use approval and associated infrastructure is important locally, in particular to support key growing employers including Flinders Island Meats and Markana Park;
- While strategies to arrest population decline will be important over the longer term, 'on-island' fluctuations in population from increased visitors provides an opportunity to access increased connections and create opportunities for investment, as well as providing the context around which further strategies can be developed.

Strategies

The strategies for achieving this policy outcome are:

- Increase the supply of affordable housing;
- Increase "the working age" population;
- Value-add to local commodities; and
- Foster and support entrepreneurial activity.

Strategic Focus Area 1: Population Growth - Focusing on strategies, projects and policy initiatives that support the community, economic development, innovation and investment attraction.

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
Increase the supply of affordable housing.	Land use planning policy that provides an enabling environment for housing and investments.	Interim Planning Scheme submitted for Tasmanian Planning Commission approval.	Project Delivery (Development Services lead)
	A strategy and action plan that identifies affordable housing options.	Investigate the barriers and enablers for affordable housing and develop options.	Project Delivery (Development Services lead)
Increase "the working age" population.	Services and activities for young people that also aim to attract and retain young families to the Islands.	Actively engage with the Flinders Island District High School to support where necessary education, employment, health & wellbeing and life experiences for young people on both Flinders and Cape Barren Islands.	Community and Economic Development
		Contribute to Council's online activities to promote events, activities and programs, including managing Council's Community Calendar.	Community and Economic Development
		Add value to the Transition Program delivered by the Flinders Island District High School.	Community and Economic Development
	An islands specific population growth strategy.	Engage in the development of the Tasmanian Government Population Growth Strategy.	Project Delivery (Community and Economic Development lead)
	Study the existing constraints to increasing the level of the locally based population.	Scope, plan and cost an investigation into drivers for increasing the level of 'on island' population.	Project Delivery (Community and Economic Development lead)
	A banking model that supports community aspirations.	Improve access for Islanders to finance and banking services.	Project Delivery (Corporate Services lead)
Value-add to local commodities.	Opportunities for value-adding of local commodities are identified and promoted.	Opportunities to value-add local commodities identified, prioritised and being actioned, including review of businesses/resources, supply chains, alternative business models and investment opportunities.	Project Delivery (Community and Economic Development lead)
	Support the growth of local sustainable fishing and aquaculture enterprises.	Consider opportunities as they arise to drive growth in this area.	Community and Economic Development
	Promote Flinders Island as a high quality food producing region with a clean, green image.	Respond to opportunities for promotion of Flinders Island as a high quality food producing region with a clean, green image.	Community & Economic Development
	Productive and sustainable agricultural sector.	As requested, assist the Farming Productivity Group on Flinders Island.	Community & Economic Development

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
	A strong Flinders Island Brand that underpins growth and development of local value-added commodities.	Develop a branding and marketing strategy in conjunction with the Flinders Island Brand Working Group.	Project Delivery (Community & Economic Development Lead)
Foster and support entrepreneurial activity.	Streamlined and customer focused development application and assessment processes, including pre-lodgement information and advisory services.	Improve access to accurate planning and building pre-lodgement advice for applicants.	Development Services
		Develop pre lodgement information packs for building and planning.	Development Services
		Undertake a review of current processes and procedures with the existing service provider to identify and prioritise improvements.	Development Services
	Build local entrepreneurial capability.	Respond to opportunities that encourage and support entrepreneurial activity.	Community & Economic Development
	Promotion of the region's natural and cultural environment.	Continued relationship with Flinders Island Tourism and Business Association.	Community & Economic Development
	Employment opportunities are enhanced through development of projects and initiatives with education service providers and employers.	Actively seek opportunities that will assist to build community capacity through education and training.	Community & Economic Development
		Build and foster relationships with RTOs and education sectors.	Community & Economic Development
	Tourism and development is promoted through a focus on high quality food production, niche enterprises and clean, green image and sustainable farming practices associated with Flinders Island.	In conjunction with Tourism North Tasmania (TNT), Tourism Tasmania and the Flinders Island Tourism and Business Association (FITBA), assist to coordinate the planned Visitor Journalist Program (VJP) and other marketing and media promotional activities.	Community & Economic Development
		Play an active role on social media for cross promotion.	Community & Economic Development
	A place based strategy developed around housing, living and niche non grazing types of primary production and lifestyle development.	Scope a place based strategy that builds upon the enterprise capability mapping of the west coast to encourage investment, enterprise and alternate land use.	Project Delivery (Development Services lead)

Strategic Focus Area 2: Infrastructure and Services

Strategic Outcome: An islands' specific approach to planning and delivery to ensure community and environmental values are maintained.

Council continues to actively pursue a strategy of infrastructure improvements and upgrades for the Islands in recognition of the critical importance modern place based and fit for purpose infrastructure has in the ongoing sustainability, economic development and future growth of the Islands.

During the period of the previous Council Strategic Plan the Federal, State and Local Governments' made a number of major investments into the Islands' infrastructure needs. Upgrades to the Multi-Purpose Centre, Whitemark Airport, Lady Barron Port, Flinders Island energy system, Furneaux Arts and Entertainment Centre, Emita Hall, Killiecrankie and Whitemark BBQ areas and the finalisation of the bridge replacement program all provided stimulus to the Island's economy and much needed asset renewal.

In the period ahead Council and other key funding and service delivery partners will continue to focus on rebuilding the infrastructure "backbone" of the Islands.

Investment in social and community infrastructure that supports social gatherings, improved accessibility and increased liveability are a priority for Council and underpin island life. During the term of this Strategic Plan the Lady Barron Hall will be renovated, all public toilets on the Island will be rebuilt and new facilities installed at Yellow Beach and Killiecrankie. The Whitemark Show Ground will also receive funding for maintenance and repairs. Council plans to rebuild the Whitemark boat ramp and seek funding for other recreational and commercial boating facilities upgrades in the years ahead.

With the Crown owning and managing a large percentage of the Islands' land mass; partnership approaches to manage these important assets will be required in the years ahead. Funding from the State to improve amenity and safety, walking trails, camp grounds and public facilities is required if projected visitation increases and usage occurs to mitigate environmental risk and asset degradation.

Building on the need to modernise our infrastructure, Council continues to be required to invest in solid waste management improvements. The dispersed population and small scale of operations are problematic in delivering an efficient and environmentally compliant service. A structured transition to a sustainable Solid Waste Management model is required in the years ahead and Council will undertake detailed assessments and studies of the most cost effective and environmentally sustainable options for the future of this service on the Islands.

The need to actively manage storm water and waste water is also a priority for Council. With no reticulate sewerage systems on the Island and no plans by TasWater to build any, Council needs to consider how storm water, septic systems and effluent from commercial and government assets can be treated and negative environmental impacts avoided.

Flinders Council is directly responsible for the provision and maintenance of local roads, bridges, culverts and verge management.

Of the road network of 385kms on Flinders, only the road from Whitemark to Lady Barron is classified as a State Road, the remaining 359kms are classified as local roads for which the Flinders Council has responsibility - of the 385kms, 73kms is sealed, the remaining 312kms gravel surfaced. The road network consumes on average 18% of the Council's operational budget and requires an allowance of approximately \$1 million for depreciation per annum.

Given the ongoing debate in relation to Council sustainability, the fact that King Island has a 90km State road network and Flinders has just 26km, puts Flinders at a material disadvantage to its fellow Bass Strait Island neighbour and requires Council to divert funds that could otherwise be utilised in serving the community and its needs into the road network's ongoing maintenance. Council is committed to seeking the State Government's support in creating parity in this area between the Islands and in turn assisting in the sustainability of Council's level of service to the community.

The efficient and cost effective delivery of maintenance to our road network is a critical aspect in the financial sustainability of Council operations. During the previous strategic plan period, Council made the calculated decision to purchase a new gravel quarry in the centre of the island and invest in new bitumen sealing equipment and aggregates. This has secured supplies and capacity for the Island's gravel and sealed road network for many years to come.

The reliability and place based characteristics of infrastructure provision are critical for a remote location and to generating a positive future. Flinders Council faces even greater challenges than local authorities of a similar size and rate base because of our island status and the broad dispersal of people across the Furneaux Group. There are elements of the infrastructure mix where Council is making strategic investment with an eye to the future during the period of this Strategic Plan. These investments are targeted at supporting an increase in the attractiveness and functionality of the Islands to the existing community but also to new residents and investors. Increasing the scale of the ratepayer base is fundamental to ensuring that the cost of providing infrastructure is sustainable in the medium to long term.

Rationale

- Detailed audits and assessments previously undertaken by Council of community facilities and infrastructure have identified short/medium and long term requirements for maintenance, renewal and upgrade of these important assets.
- The recognition of foreshore activities that are informal and focussed on 'getting together' have been found to significantly improve social capital. Appropriate coastal responses that support these activities (most recently achieved with the Whitemark foreshore renewal project) should be supported.
- TasWater will soon build two new water treatment plants for Whitemark and Lady Barron bringing potable and contaminant free water to these townships.
- Hydro Tasmania has secured Federal Government funding through ARENA to invest into a new renewable energy based power system for Flinders Island. This major investment of an estimated \$16 million will provide economic stimulus and see the Island predominately supplied by renewable energy further adding to our clean, green brand.
- Considerable strategic assessment and recent funding across State and Federal levels will support the Flinders Island Renewable Energy Project. There is a need for Council to work proactively in partnership with Hydro Tasmania to ensure successful implementation of the significant local energy project.
- Utilising and adhering to long term Asset and Financial Management Plans and Strategies are crucial if Council is to meet forecast capital expenditure requirements. There is a need to ensure that revenue inputs reach the required levels to fund forecast capital expenditure levels.
- Road assets renewal forecast has identified significant capital expenditure demand (\$1,000,000 per annum) to enable acceptable levels of standard. Given the disparity in the length of State road on King Island and Flinders Island there is a clear need to work

with the State Government and seek parity between the two Islands' State road networks.

- Securing assets and capacity to deliver on island gravel and bitumen sealing works is important to ensure a cost effective delivery of these services.
- The island nature of the Flinders economy offers the opportunity to develop an end to end model of business infrastructure provision, providing low costs and reliable business inputs (such as power and water) sourced from the Island's own resources and infrastructure.
- There are no reticulated waste water management systems on the Islands. All waste water is managed through on-site wastewater systems. During peak periods and/or storm events the capacity of these systems in the larger centres (particularly Lady Barron) can increase public health risks. In addition, the limitations of current systems inhibit investment as well as increase some environmental risks. Council must explore options to address these issues.
- The direct connection between management of onsite waste water and stormwater management are key issues for the main centres of Whitemark and Lady Barron. Strategies to ensure ongoing and active management of stormwater that mitigates health and environmental risk remain priorities for Council.
- The need to address out of date waste management practices goes directly to key values of sustainability on Furneaux Islands. Upgrades of waste management facilities are required on both Flinders and Cape Barren Island.
- There simply aren't sufficient resources available for Council to deliver all services and capability required to support the long term prosperity of Flinders Island. Partnerships that are supported by principles of regional innovation strategies that switch thinking from service delivery, compensation and redistributive approaches to empowering approaches that capitalise and leverage human and social capital of community, business and other assets have been recognised as important tools for the future.
- A large proportion of the Furneaux Islands are managed by Tasmanian Parks and Wildlife Service (PWS).
- Given the land management responsibilities of both Council and PWS, there is a need for a strong partnership agreement and approach to support operational and maintenance requirements for key public areas including camp grounds and picnic areas.
- Accessibility on the Island to key tourism assets, including coastal areas, walking trails and other destinations is critical to building the local tourism industry and improving the visitor experience.
- Assessment of the feasibility and potential economic benefit that could be derived from the development of the Flinders Trail is a key priority.

Strategies

The strategies for achieving this policy outcome are:

- Plan, deliver and operate community infrastructure to provide levels of service that align with community needs and demand;
- Minimise environmental and health risks from waste collection and disposal and maximise opportunities to reduce, reuse or recycle resources;
- Develop and implement solutions that mitigate environmental and health risks from wastewater treatment and disposal;
- Work proactively with other infrastructure service providers; and
- Protect and enhance high quality natural values and environmental assets.

Strategic Focus Area 2: Infrastructure and Services - Placed based approach to planning and delivery to ensure community and environmental values are maintained.

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
Plan, deliver and operate infrastructure to provide levels of service that align with community needs and demand.	Recreational and community facilities upgraded as recommended by the Recreational and Community Facilities Assessment and Infrastructure Plan.	Complete the Lady Barron Hall upgrades to scope with aligned budget.	Project Delivery (Community and Economic Development lead)
		Continue investigations into the Golf Club Public Private Partnership as a means of relieving pressure on the Flinders Arts and Entertainment Centre, and provision for modern health and wellbeing facilities at a redeveloped Golf Club site.	Project Delivery (Development Services lead)
		In collaboration MAST and other key stakeholders develop a Recreational Boating Infrastructure Plan to guide the future provision of recreational boating facilities on Flinders Island.	Project Delivery (Development Services lead)
		Assist with Museum maintenance and upkeep.	Community and Economic Development
	An efficient and sustainable source of resource materials to support public and private works.	Develop and operate Lughrata Gravel Quarry in accordance with all relevant codes, standards, and permit conditions.	Project Delivery (Works and Services lead)
		Explore sites for the future establishment of a road aggregates quarry.	Project Delivery (Works and Services lead)
	Public open space fund to support community recreation and access opportunities.	Review of Public Open Space policy.	Development Services
	Asset Management Plan implemented.	Deliver services as per the long term Asset Management Plan 15/16.	Works and Services
		Roads, bridges and culverts are maintained and managed in line with budget allocations provided and annual AusSpan recommendations.	Works and Services
		Respond to service requirements on an as per needs basis.	Works and Services
		Reconstruct and seal the equivalent of 1.5 kilometres of Palana and Lackrana Roads and reseal 12 kilometres of bitumen road.	Project Delivery (Works and Services lead)
		Resheet the equivalent of 5 kilometres.	Project Delivery (Works and Services lead)
		Investigate construction costs to provide drainage, kerbing and	Project Delivery (Works and

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
		footpath to West Street, Lady Barron.	Services lead)
		Undertake required works to Bridge Railings outlined in The Bridge Railing Risk Assessment and Replacement Schedule.	Project Delivery (Works and Services lead)
		Upgrade Plant & Equipment in accordance with the Plant Capital Expenditure Plan 2014-2024.	Works and Services
		Upgrade Plant & Equipment in accordance with the Plant Capital Expenditure Plan 2014-2024.	Airport
		Replace floor covering in the Airport Terminal.	Project Delivery (Airport lead)
		Paint the internal walls of the Airport Terminal and re-oil the external walls.	Project Delivery (Airport lead)
	Crown owned land is obtained for Council/Community need.	Liaise with Crown Land Services to reach agreement on land transfers.	Development Services
	Stormwater Management Plan developed.	Conduct investigations into the development of a Stormwater Management Plan.	Development Services
	Lagoon Road Recreational Facility and stormwater management area established.	Scope a landscape master plan for the Lagoon road site that incorporates water sensitive urban design principles.	Project Delivery (Development Services lead)
Explore alternative investment and operating models for core and critical Island infrastructures and services.	Alternate operational structures for the delivery of infrastructure based services are explored.	Alternate airport ownership model is explored.	Project Delivery (Governance lead)
		Alternate airport operating model is explored.	Project Delivery (Governance lead)
		Advocate for State ownership of 90kms of road on Flinders Island.	Project Delivery (Governance lead)
Minimise environmental and health risks from waste collection and disposal and maximise opportunities to reduce, reuse or recycle resources.	Waste Management Strategy Implemented.	Continual improvement to Whitemark Landfill site, with a goal of achieving environmental and safety compliance.	Project Delivery (Works and Services)
		Develop an effective and efficient network of waste transfer station facilities throughout the Island.	Works and Services
		Investigate the most cost effective and environmentally sustainable approach to managing waste streams into the future.	Project Delivery (Works and Services)
		Initiate recycling programs that are financially sustainable, user friendly and environmentally appropriate for our remote situation.	Project Delivery (Works and Services lead)
Develop and implement solutions that mitigate	Upgraded onsite wastewater systems on all public amenities.	Upgrade public amenities' and associated wastewater disposal systems in accordance with budget allocations.	Project Delivery Development Services

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
environmental and health risks from wastewater treatment and disposal.	A "pump out" based wastewater collection, transport, treatment and disposal system.	Finalise the investigation and business case for development of a wastewater pump out, treatment and disposal system for Flinders Island.	Project Delivery (Works and Services lead)
Work proactively with other infrastructure service providers.	Infrastructure services that are appropriate for island conditions, sustainable and are accepted and valued by the local community.	As a contractor for the State Government undertake a major reseal project on the State Road.	Project Delivery (Works and Services lead)
	Increased penetration of renewable energy into the Island's energy systems.	Provide support to Hydro Tasmania where necessary to assist in the Flinders Island Renewable Energy Project.	Community & Economic Development
		Continue to seek a 100% renewable energy based system for Flinders Island.	Project Delivery (Governance lead)
Protect and enhance high quality natural values and environmental assets.	Parks and Wildlife Services (PWS) and Council cooperatively operate and maintain relevant facilities (toilets, camp grounds, picnic areas etc.).	Implement a Memorandum of Understanding (MoU) with the local PWS staff for the development, operation and maintenance of facilities and assets for which both parties have a joint interest.	Project Delivery (Development Services lead)
	A plan for the expansion of the walking trails network on Flinders Island.	In partnership with PWS prepare a walking trails development plan.	Project Delivery (Development Services lead)
	Advocacy for higher levels of maintenance and funding for walking trails and associated assets.	Lobby the State Government for increased PWS funding to support the maintenance of existing walking trails and assets.	Governance

Strategic Focus Area 3: Access and Connectivity

Strategic Outcome: Work with service providers and other relevant stakeholders to improve security, reliability and cost effectiveness.

Connecting communities, business and markets while also ensuring essential goods and services are available is central to the ongoing viability of the Flinders Municipality. Arguably sea and air access and a competitive (bandwidth and price) broadband/mobile service are the most critical connectivity links for the long term sustainability of the region. Increasingly the role of telecommunications to support services, business and meet expectations of visitors shoulders an essential role. The significance of telecommunications to the Islands' ability to compete and engage with non-island markets and opportunities is vital, in the near and longer terms.

The need to ensure secure sea and air transport links that instill confidence for investment as well as meeting basic community requirements is essential. Despite this core need, the assets need to be able to be maintained and operated in a cost effective and efficient manner.

The opportunity to expand communication networks to support ubiquitous telecommunications presents a transformative opportunity for Flinders Island and will be a key priority of this Strategic Plan.

Rationale

- Access to the Islands for goods, services, people and investment are of critical importance, indeed for Flinders, they represent an essential service – maintaining secure air and sea transport connections at a fair and equitable level is central to long term sustainability.
- The challenges of distance and access both constrain, and enable economic development on the Islands.
- There is a need to support secure sea freighting services. Unreliability in these services would directly impact exports (mainly livestock) and access to the Islands by sea. There is a need to ensure that the key objectives of the Furneaux Island Shipping Policy Statement are achieved to provide a base level of fair and equitable access.
- Council has a central role in the provision of services as owner and operator of the Whitemark Airport. There has been a marked increase in Regional Passenger Transport (RPT) movements both inbound and outbound at Whitemark Airport. Despite this, the level of RPT traffic still lags the levels of 15 years ago. Long term planning and infrastructure investment planning is currently underway to support projected RPT forecast increases and general aviation services.
- The runways at the airport require significant investment in pavement strengthening. Assessing the most cost effective and sustainable approach to undertake these works is an important consideration for Council.
- The vulnerability of transport linkages to shocks in service provision either through sharp increases in prices, reduced operational levels or at worst failure, presents a significant challenge to meeting public safety and essential services requirements.
- The airport continues to run at an operational loss. This asset supports an essential service. A review of business strategy may assist in reducing the current operational loss and identify areas for expansion.

- Current telecommunications are limited to provision by Telstra and mobile phone and Internet usage is at full capacity. No plans are in place at this time to link the rollout of the NBN in the Furneaux Islands' to overall improved telecommunications systems. High speed telecommunications, with ubiquitous access, have been identified as a transformative infrastructure for regional communities. The opportunity to expand communication networks by Telstra and NBN Co working in partnership to support ubiquitous telecommunications presents a transformative opportunity for the Furneaux Islands.
- Economic value is created through the sale of goods and services to customers outside Flinders, that is the goods and services are exported. Innovation is fostered through interactions amongst people on and off the island. Therefore maintaining and enhancing linkages through which export sales can be developed and people can interact and socialise is critical to the creation of economic value on Flinders as well as providing for increased innovation.

Strategies

The strategies for achieving this policy outcome are:

- Improve sea access to the Islands;
- Maintain air access to the Island and improve performance of the airport'
- Improved telecommunications for the benefit of local community and economy; and
- Explore alternative investment and operating models for core and critical Island infrastructures.

Strategic Focus Area 3: Access and Connectivity – Work with service providers and other relevant stakeholders to improve security, reliability and cost effectiveness.

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
Maintain or better the standard of sea access to the Islands.	Advocacy for improved port and freighting operations.	Furneaux Group Shipping Special Committee of Council advocates on behalf of the community.	Governance
		Develop, submit and secure annual shipping contingency funding via the Tasmanian State Government if available and manage the implementation of projects funded in the preceding year's allocations.	Governance
Maintain air access to the Island and improve performance of the airport.	Improved operation and financial performance of airport.	Continue to implement upgrade and renewal of airport in accordance with Master Plan.	Project Delivery (Airport lead)
		Prepare the development plan for General Aviation Hangar Development Precinct.	Project Delivery (Airport lead)
		Carry out runway pavement upgrades.	Airport
		Work collaboratively with Registered Passenger Transport (RPT) service provider towards increased passenger numbers to the Island.	Project Delivery (Airport lead)
		Assess commercial feasibility of projects identified in the Airport Business Plan and implement approved business cases.	Project Delivery (Airport lead)
		Review and assess the financial implications of the Aviation Policy to Council.	Corporate Services
		Furneaux Group Aviation Special Committee of Council provides recommendations to Council on Airport services.	Governance
Improved telecommunications for the benefit of the local community and economy.	Improved communications with telecommunication service providers in order to encourage new investment and improved services.	Collaborate and advocate for a telecommunications upgrade.	Project Delivery (Governance lead)
		Collaborate with NBN Co to advocate for an alternate model to satellite delivery of services to the majority of the community.	Project Delivery (Governance lead)
	Major upgrades to telecommunications infrastructure and services on the Islands.	Undertake investigations to identify alternative options to support local telecommunications improvements and/or ownership models.	Project Delivery (Governance lead)

Strategic Focus Area 4: Strategic, Efficient and Effective Organisation

Strategic Outcome: Responding to risks and opportunities.

The role of the Flinders Council is arguably an expanded and broader brief than a traditional mainland Local Government. There is therefore a need for Council to strategically target their activities to support a broad range of services. The costs for delivering these services are higher on island due to our small population and rate base and dispersed communities. This, together with a declining population, places pressure on Council's ability to increase its own revenue. The need for an organisation that is strategic in its actions and investment and efficient and effective in its delivery becomes clearly evident. Furthermore the reliance and need to proactively work with funding partners to deliver outcomes for the community is critical. The context of Flinders Council is paralleled in the remote centre of mainland Australian.

Council recognises the support delivered by subsidised government assistance as a key benefit for the Island. That said Council is mindful of the need to ensure that broader policy decisions made at National and State levels do not deliver 'unintended consequences' for the community's desired lifestyles on the Furneaux Islands.

There is a strong desire to protect the existing lifestyle on the Islands through achieving greater autonomy in local planning, budget control and more flexible funding arrangements. The extent to which this is possible will require careful examination.

Approaches to support an effective local organisation and regional innovation include a desire to:

- Contribute to policy direction and decision making that impacts local communities;
- Recognise the need for equitable & sustainable financial resources for remote communities;
- Support local decision making and accountability;
- Actively seek innovative service, delivery and infrastructure funding and financing models; and
- Ensure investment matches strategic direction.

Broader analysis of the Local Government sector across Tasmania demands Flinders clearly articulates the need for a strategic, efficient and effective organisation that can adequately respond to local needs.

Rationale

- There is a need for localised policy and implementation solutions that support the intent of broader State level policy but is suitably applied within the local context of the remote islands of the Bass Strait. Increasingly, Local Government is required to deliver a range of services that have moved beyond traditional 'rates, rubbish and roads'. This demand on service provision is amplified within the Flinders context where Council has demonstrated capability and is drawn into issues including, but not limited to: project management, negotiation, business case development, advocacy and lobbying, community development, expanded service provision, land use planning and integrated asset management.

- Local Governments are increasingly being asked to develop and support new place based activities and services, such as innovation and business development as the importance of 'place' to improvements in these areas becomes better understood. In many ways, Local Government is the best placed institution to guide and facilitate these elements of regional character, yet resource support to develop these capabilities that deliver state and national level outcomes and benefits is not yet forthcoming. These changing dynamics require new and adaptive governance approaches.
- Given the scale of Flinders Council and the diverse 'communities of interest' on the Islands there is a requirement to ensure that effective partnerships are encouraged to deliver 'joined-up' interagency and interdepartmental delivery of services. Partnership approaches between peak organisations on the Island are particularly important within the context of decreasing State and National Government funding allocations.
- At a regional and State level, Council has an important role as community leader and advocate for the Islands' communities. Ongoing contribution through the leadership of Council to support policy, regional strategy and emerging direction for the Local Government sector will be pivotal for future service delivery within the current Local Government area.
- As the debate for Local Government amalgamations continues at Tasmanian State Government level, Council needs to consider the implications and opportunities for financial management and service provision improvements the reform agenda may offer.
- There is a requirement for integrated strategies that are collectively delivered by Government, Council, community and business. Council cannot be viewed as the sole driver of long term positive change on the Islands. Developing this level of collective engagement over the longer term is a critical element of place based strategy development and implementation.
- There has been significant investment by Council in corporate and asset management planning. Ongoing commitment to ensure transparency through processes, reporting and project delivery will guide Council's annual work program and statutory reporting requirements.
- New and innovative models for service delivery and infrastructure funding and finance can improve the efficiency and effectiveness of Local Governments.
- While Council's role is broader and more strategic than ever, the organisation has considerable statutory obligations to support implementation of State legislation. In particular there is a significant resource demand for Council to meet and prosecute their responsibilities under the *Local Government Act 1993*; *Land Use Planning & Approvals Act 1993*; *Public Health Act 1997*; *Building Control Act 2000* and other relevant corporate governance requirements around probity and ensuring workplace safety. This role continues to grow and add costs to Local Government. Council sees value in clearly articulating to the community via the Strategic Plan and Annual Plan the breadth of the work required in this area and its associated cost to the community.
- Engagement and analysis has indicated the need to recognise the support achieved through subsidised State and Federal funding as a key benefit for the Island. Ongoing remote area assistance is required with increased autonomy for local service delivery.
- Long range financial planning and decision making around investment strategies that underpin community benefit are required. The focus on development of a 20 year financial assessment and devising a strategic investment strategy will underpin the long term resilience of Council.

Strategies

The strategies for achieving this policy outcome are:

- Remain actively engaged with internal and external stakeholders providing regional leadership;
- Support processes, accountability and project delivery through transparent reporting;
- Ensure Council meets its statutory obligations and manages corporate and community risk;
- Drive continuous improvement through a focus on customer service, community engagement, efficient systems and processes, innovation, capacity building and workforce development;
- Build financial and organisational resilience and maximise returns from Council's capital resources; and
- Actively investigate innovative service, delivery and infrastructure funding and financing models that meet the core needs of the Council and the future needs of the Island and its residents.

Strategic Focus Area 4: Strategic, Efficient and Effective Organisation – Responding to risks and opportunities.

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
Remain actively engaged with internal and external stakeholders providing regional leadership.	The Furneaux Islands' unique circumstances, isolated community and specific financial needs are understood by key external stakeholders.	Maintain membership and actively engage with Northern Tasmania Development.	Governance
		Maintain membership and actively engage with the Local Government Association of Tasmania.	Governance
		Maintain membership and actively engage with Tourism North Tasmania.	Community and Economic Development
		Maintain representation and engagement with TasWater.	Governance
	Cooperative and coordinated delivery of Indigenous community services.	Actively collaborate with key State Government departments, the Cape Barren Aboriginal Association Inc. and Flinders Island Aboriginal Association Inc. to pursue joint funding proposals through the Indigenous Advancement Strategy.	Governance
Support processes, reporting and project delivery through transparent reporting.	Priorities, actions and achievements are planned and reported through an integrated governance and management framework.	Provide quarterly reporting to Council on achievement of Annual Plan actions.	Governance
	Efficient and coordinated delivery of projects across the organisation.	Establish a project delivery team and operational processes to support the successful delivery of projects.	Project Delivery (Governance lead)
		Implement project management framework and associated procedures.	Project Delivery (All Departments)
	Administrative support provided to Council.	Prepare and distribute agendas and minutes for Council and act as minute secretary as directed by the General Manager.	Governance
		Ensure Council's reporting documents and plans are uploaded to Council's website.	Governance
		Deliver the Community Grants and Gunn Bequest funding program.	Governance
		Administer the Citizen of the Year Award program.	Governance
	Develop systems for recording and analysing customer feedback.	Development Services	
Ensure Council meets its statutory obligations and manages corporate and	Development undertaken in accordance with relevant development standards and legislative requirements.	Ensure regulatory compliance for buildings and structures.	Development Services

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
community risk.	Regulatory building processes comply with Department of Justice requirements.	Audit process undertaken and findings substantially complied with.	Development Services
	Annual Plans and Reports prepared in accordance with the <i>Local Government Act 1993</i> .	Prepare and deliver an Annual Plan and Annual Report.	Governance
	Code of Conduct reviewed as per S28 2 (c) of the <i>Local Government Act 1993</i> .	Undertake a review of the Code of Conduct within 12 months of the ordinary Election. This to occur post-legislative change to the Act.	Governance
	Requirements of the <i>Archives Act 1983</i> substantially complied with through improved records management processes.	Transfer electronic files to new file system.	Project Delivery (Governance lead)
		Develop Records Management Policy and procedures.	Governance
		Construct records storage facility at the Airport.	Airport
		Maintain IT schedule of computer software upgrades and hardware replacements.	Corporate Services
	Register of Interests for staff and Elected members maintained as required under the <i>Local Government Act 1993</i> .	Develop procedure for Register of Interests and implement. Update and maintain staff and Elected Members' Register of Interests.	Governance
	General Manager's Roll maintained for election purposes as required under the <i>Local Government Act 1993</i> .	Update and maintain General Manager's Roll.	Governance
	Municipal Revaluation and valuation adjustment factors.	Undertake a review of all property details at a municipal level to assess the accuracy and currency of data in PropertyWise in accordance with the Valuer General.	Project Delivery (Corporate Services lead)
		Develop & implement a process to update Land Titles Office of completed building works.	Development Services
	Maintain Council's Policy Manual and Instrument of Delegation.	Council and staff review Policy Manual and separate internal operational policy and procedures from Council policy.	Governance Corporate Services Airport Development Services Works & Services Community & Economic Development
		Review the following policies: Disciplinary Policy (due 07.2011); Employee Personal Development Appraisal Policy (due 07.2011); Visits – Cape Barren Island (due 10.2012); Pacific Oyster Marine Farming (due	Governance

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
		11.2012); Customer Service Charter (due 09.2012); Flying of Flags at Council Property (due 06.2013); Public Question Time – Council Meetings (due 01.2014); Quasi-Judicial Policy (due 07.2014); Attendance at Conferences (Elected Members) (due 11.2014); Council Houses – Maintenance (due 11.2014); Council Policy Manual (due 11.2014); Special Committees of Council (due 05.2015); Provision of Electronic Services – Elected Members (due 05.2015); Citizen of the Year Award Policy (due 02.2016).	
		Review the following policies: Physical Locality Staffing Policy (due 05.2011); Employee Promotion Policy (due 07.2011); Equal Employment Opportunity Policy (due 07.2011); Induction Policy (due 07.2011); Staff Development Policy (due 07.2011); Code of Tenders and Contracts Policy (due 07.2011); Employee Personal Development Appraisal Policy (due 07.2011); Drugs and Alcohol Policy (due 08.2011); Rehabilitation Policy (due 08.2011); Computer and Telephone Usage Policy (due 08.2011); Personal Protective Equipment Policy (due 09.2012); Staff – Sun Protection (due 09.2012); Smoke Free Environment (due 11.2012); Antidiscrimination, Harassment and Bullying Policy (due 07.2014); Rates & Charges Policy (due 07.2014); Asset Management Policy (due 09.2014); Employee Outside Work Activities Policy (due 05.2015); Staff Code of Conduct Policy due (05.2015); Workplace Health and Safety Policy (due 05.2015); Staff Code of Conduct Policy (due 05.2015); Employee Recruitment and Selection Policy (due 03.2016); Risk Management Policy (due 05.2016).	Corporate Services
		Review the following policies: Aerodrome Upgrade Policy (due 11.2012); Policy for Leasing Land for Aircraft at Flinders Island Aerodrome (due 09.2012); Flinders Island Airport – Charges (due 11.2014); Advertising Signs – Airport (due 11.2014); Aviation Policy (due 04.2016).	Airport
		Review the following policies: Land Transfer Policy (due 08.2007); Flinders Council Public Open Space Policy (due 09.2012); Building Approvals (due 09.2012); Dog	Development Services

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
		Management Policy (due 02.2015).	
		Review the following policies: Roadside and Reserve Vegetation Management Policy (due 09.2014).	Works and Services
		Review the following policies: Aboriginal Reconciliation (due 12.2003); Hire of Municipal Halls (due 08.2007); Access Policy (due 09.2012); and Sponsorship on Third Party Projects and Events (due 09.2012); Tasmanian Tidy Towns Competition (due 11.2014); Wybalenna (due 11.2014).	Community and Economic Development
		Review and revise Instrument of Delegation as required.	Governance
	Requirements of the <i>Public Interest Disclosure Act 2002</i> complied with by responding to disclosures.	Undertake further training in Public Interest Disclosure investigation and procedures.	Governance
		Process and investigate disclosures as required.	Governance
	Requirements of the <i>Right to Information Act 2009</i> complied with by responding to applications for information disclosure.	Assess and action applications for information disclosure as required.	Governance
	Annual budget estimates and reviews.	Budget estimates and reviews delivered within required timeframes.	Corporate Services
	Financial management processes comply with Tasmanian Audit Office requirements.	Actively engage with the Tasmanian Audit Office and substantially comply with Audit process and recommendations.	Corporate Services
	Input into the State Government "Sustainability Indicators" project provided.	Provide the Tasmanian State Government with a response to the "Sustainability Indicators" process and project within required timeframes.	Corporate Services
	Flinders Council Audit Panel functions effectively and efficiently.	Support the functions of the Flinders Council Audit Panel.	Corporate Services
	Enterprise Agreement 2016-2019 that complies with <i>Fair Work Act 2009</i> .	Undertake an internal review of staff and resource requirements prior to entering in to negotiations on the next Enterprise Agreement in 2016/2017	Governance
	Public officers educated and trained in ethical conduct to comply with Section 32 of the <i>Integrity Commission Act 2009</i> .	Undertake annual training in ethical conduct including the Integrity Commission's 'Speak Up' campaign.	Governance
	Furneaux Fire Area Management Committee functions efficiently and effectively.	Support the functions of the Furneaux Fire Area Management Committee.	Governance
		Partner with the State Fire Management Council and TasFire to implement the Furneaux Area Fire Management Plan.	Project Delivery (Development Services lead)

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
	Appropriate plans and available resources in place to where possible mitigate and respond to identified risks and incidents.	In conjunction with other emergency response groups, have appropriate plans and available resources in place to where possible mitigate and respond to identified risks and incidents.	Community and Economic Development
		Partner with Biosecurity Tasmania in the development of a Biosecurity Plan for the Furneaux Islands.	Project Delivery (Development Services lead)
		Provide support to Flinders Emergency Management Committee.	Community and Economic Development
		Facilitate the development of a Municipal Emergency Work Plan.	Community and Economic Development
		Coordinate a UHF coverage map for Flinders and Cape Barren Islands.	Community and Economic Development
		Create and maintain a register of Emergency Resources on the Island i.e. Machinery.	Community and Economic Development
		Provide assistance and support to the Recovery Coordinator to establish, promote and coordinate the Recovery Committee as a subcommittee of the Municipal Emergency Management Committee.	Community and Economic Development
		Review and update the Flinders Recovery Plan, which includes Evacuation Centre Guidelines.	Community and Economic Development
		Identify, assist to facilitate and coordinate Emergency Management/Recovery related training when opportunities arise.	Community and Economic Development
	Compliance of airport operations with requirements of CASA and other regulators.	Ensure all Technical & Safety inspections are completed on time with changes to the Airport Manual sent to CASA within the set timeframe.	Project delivery (Airport lead)
		Carry out an annual runway audit in accordance with CASA requirements.	Project delivery (Airport lead)
		Carry out an annual lighting and obstacles audit in accordance with CASA requirements.	Project delivery (Airport lead)
		Carry out an annual safety management systems audit in accordance with CASA requirements.	Project delivery (Airport lead)
		Carry out an annual drug and alcohol management plan in accordance with CASA requirements.	Project delivery (Airport lead)
	An integrated and strategic approach to financial and asset management.	Maintain a long-term financial plan in accordance with the <i>Local Government Act 1993</i> .	Project Delivery (Corporate Services lead)

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
		Maintain an Asset Management Plan in accordance with the <i>Local Government Act 1993</i> .	Corporate Services
		Maintain financial and asset management strategies in accordance with the <i>Local Government Act 1993</i> .	Corporate Services
		Maintain an asset management policy in accordance with the <i>Local Government Act 1993</i> .	Corporate Services
		Investigate infrastructure delivery, ownership and partnership models to alleviate long term asset renewal challenges and financial sustainability.	Project delivery (Governance lead)
	Financial Statements include Financial and Asset Management Sustainability Indicators in accordance with the <i>Local Government Act 1993</i> .	Include Financial and Asset Management Sustainability Indicators in Financial Statements.	Corporate Services
	Create annual rates invoice, supplementary valuations and annual adjustment factors processed.	Raise annual rates, process supplementary valuations and annual adjustment factors.	Project delivery (Corporate Services lead)
	Roads to Recovery reporting requirements met.	Submit quarterly reports to the Department of Infrastructure and Transport to comply with the Roads to Recovery Funding.	Corporate Services
	Mineral Resource returns to Mineral Resource Tasmania.	Submit quarterly Mineral Resource returns to Mineral Resource Tasmania.	Corporate Services
	Superannuation and Taxation obligations met.	Process Business Activity Statements, Superannuation contributions, Payroll Tax and Fringe Benefits Tax Returns.	Corporate Services
	Annual Fire Levy returns submitted to the State Fire Commission.	Submit annual Fire Levy returns to the State Fire Commission.	Corporate Services
	Requirements of the <i>Public Health Act 1997</i> are met.	Ensure private water suppliers are registered in accordance with the Drinking Water Quality Guidelines.	Project delivery (Environmental Health lead)
		Ensure warm water system providers are registered in accordance with the legionella guidelines.	Project delivery (Environmental Health lead)
		Deliver the annual recreational water sampling program.	Environmental Health
		Provide a structured inspection program for all environmental health related facilities and activities and provide support as required.	Project delivery (Environmental Health lead)
		Implement Immunisation Programs.	Environmental Health
	Requirements of the <i>Dog Control Act 2000</i> are met.	Council substantially complies with the requirements of the <i>Dog Control Act 2000</i> .	Development Services

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
	Requirements of the <i>Building Control Act 2000</i> are met.	Complete annual health and safety audits of Council's built assets to ensure compliance of Council buildings.	Project delivery (Environmental Health lead)
	Requirements of the Environment Protection Agency (EPA) regulations are met.	Undertake regular assessments of asbestos transport operations and disposal to facilitate compliance with the Environmental Protection Agency guidelines and operating conditions.	Environmental Health
		Substantially comply with EPA Notice relating to the operation of the Whitemark waste resource centre.	Project delivery (Environmental Health lead)
Drive continuous improvement through a focus on customer service, community engagement, efficient systems and processes, innovation, capacity building and workforce development.	A healthy and safe place to work.	Embed a culture of risk management, safe working practices and ongoing continuous improvement into Council operations and service delivery.	Project delivery (Corporate Services lead)
		Establish a Workplace Health and Wellbeing Program.	Project delivery (Corporate Services lead)
	Continuous improvement program.	Key business processes mapped and documented and continuously reviewed and improved.	Project delivery (Corporate Services lead)
		In a partnership approach between Councillors and staff, develop an agreed set of values to build and drive a Values Based Organisational structure.	Project Delivery (Governance lead)
	A skilled workforce that provides core strategic, planning and operational capability.	Establish a professional development program.	Project Delivery (Governance lead)
	Compliance with the requirements of the <i>Work Health and Safety Act 2012</i> . A safe working environment where staff, volunteers and contractors understand safety issues, are supported and take individual responsibility for safety.	Review of current policies, processes, safety systems and consultation devices focusing on Employee OHS, Contractor management and volunteers.	Project delivery (Corporate Services lead)
		Review current Risk Register by consulting with Council Staff and recording any newly identified risks. Finalise Risk Register and identify Top Ten risks for Council.	Corporate Services
		Develop a process for incident reporting and mitigation measures and implement.	Corporate Services
		Review and streamline current Contractor Management processes and procedures.	Corporate Services
		Contractor Management Training for relevant staff members if funding is granted.	Project delivery (Corporate Services lead)
Review current induction procedures and relevant processes for		Corporate Services	

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
		Contractors, New Employees and Volunteers.	
	An effective and dynamic online presence (Council website).	Conduct a review of current website content.	Corporate Services
		Develop and implement a process for relevant staff to upload and update information on the website.	Corporate Services
	A central source of information for tourists and visitors to the Island.	Capture number of inquiries and time spent providing visitor information.	Project delivery (Corporate Services lead)
	New Residents Kits.	Maintain and review New Residents Kits.	Project delivery (Corporate Services lead)
Build financial and organisational resilience and maximise returns from Council's capital resources.	Resources utilised to maximise financial and community returns.	Prepare Investment Strategy that outlines principles, priority criteria, risk appetite, project proposal details and options for financing approaches.	Project delivery (Corporate Services lead)
	Sustainable organisation.	Undertake regular internal audits of all financial procedures to mitigate any foreseen risks.	Project delivery (Corporate Services lead)
		Maintain a Business Continuity Plan to guide Council's operations in the event of a systems failure.	Project delivery (Corporate Services lead)
		Complete a 20 year financial assessment to identify key funding and financing gap risks.	Project delivery (Corporate Services lead)

Strategic Focus Area 5: Liveability

Strategic Outcome: Protect, improve and promote the health and wellbeing of the Islands' communities.

Council has outlined a clear desire to grow the population to levels that will not directly impact lifestyle but will enable greater sustainability, access to a greater range of choices, and improve ongoing service delivery for essential activities associated with health, the arts, education and employment.

Maintaining the current high levels of social capital and strengthening human capital on the Islands is an important objective for Council. Investment that improves community safety, creativity, health and wellbeing should be prioritised as it has a strong link to the Island's long term prosperity.

Improving the overall livability of the community is critical to sustainability and growth. This can be achieved through influence, leadership and coordination, encouraging creative endeavour, protecting, promoting, and maintaining health and wellbeing and by preventing disease, disability, and improving health and wellbeing through targeted initiatives, education and health services and assisting where possible to maintain and foster a safe and supportive community.

Rationale

- Changing demographic structure of the Islands' population drives demand for changing service needs. This includes a combination of an ageing population and recent increases in births.
- Liveability is one of the key strengths of the Islands and Council should continue to foster key programs and initiatives that seek to improve liveability.
- The scale of the ageing population is creating increased emphasis on health-related services.
- Health and wellbeing is an important consideration for the Island community. It is linked to social connections, levels of volunteerism, feelings of safety, prosperity, accessibility and access to services. The combination of these assets builds social and cultural capital.
- Seasonal fluctuations in population and the social capital of visitors and regular return tourists are an important group for continued engagement. These 'off-Island' residents may enhance social connections and access to human capital.
- The Flinders Island Recreational and Community Facilities Assessment and Infrastructure Plan identified that most residents consider their health and wellbeing to be good, however concerns exist around ageing, anxiety, depression and lack of exercise. 'Cost of fuel' and 'isolation' are indicated as the main difficulties when accessing services. 'Travel costs, 'financial costs' and 'isolation' are the least positive things about living on the Island. 'Population' and 'travel' have been identified as key issues for the Island over the next 5-10 years.
- Support for improved health and wellbeing of the community through education, health and aged care services via the Multi-Purpose Centre, Flinders Island Aboriginal Association Incorporated (FIAAI), Cape Barren Island Aboriginal Association Incorporated (CBIAAI) and Council presents as an ongoing opportunity. Exploration of shared models of service that enable coordinated delivery of health services and minimise duplication of effort should be undertaken as a priority. With limited access to

capital and operational funds in this critical area, alignment of effort and services is a key focus.

- There has been a move away from participation in conventional organised sport. New strategies to support strong national and state level policy for health prevention are required. The *Flinders Island Recreational and Community Facilities Assessment and Infrastructure Plan* and other strategic planning have identified needs including: facilities, public transport and behaviour change support.
- Cultural activities foster social engagement and emotional wellbeing and they provide opportunities for creative expression. The creative arts build a sense of ownership; simply engaging in arts-based activities can be healing, and promotes pride, identity, cultural continuity and renewal for the benefit of all.

Strategies

The strategies for achieving this policy outcome are:

- Improve the health and wellbeing of the Island communities through leadership and co-ordination; and
- Support cultural activities that foster social engagement and emotional wellbeing and provide opportunities for creative expression.

Strategic Focus Area 5: Liveability – Protect, improve and promote the health and wellbeing of the Islands' communities.

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
Improve the health and wellbeing of the Island communities through leadership and co-ordination.	Integrated delivery of health promotion activities.	Engage with community and external stakeholders to support and deliver health and wellbeing initiatives to the community.	Project Delivery (Community & Economic Development lead)
		Deliver a school holiday program.	Project Delivery (Community & Economic Development lead)
		Actively seek funding and grant opportunities that can assist in the delivery of health promotion activities.	Community & Economic Development
		Participate in the Northern Regional Sport & Recreation Committee.	Community & Economic Development
		Support the Flinders Island Aboriginal Association Inc. to secure funding and deliver programs and community services.	Community & Economic Development
Rural Primary Health Service program funding is administered for delivery of health services to the community.		Facilitate and deliver the Rural Primary Health Service Program.	Project Delivery (Community & Economic Development lead)
		Program reporting as required by the funding body.	Community & Economic Development
		Scope and deliver ad hoc projects as opportunities arise.	Community & Economic Development
Improved health and wellbeing of the community supported through education and health services.		Support delivery and/or deliver health and activity based programs and events for community.	Community & Economic Development
		Provide and maintain a Funeral Service that meets public and occupational health and safety standards.	Corporate Services
		Support delivery and/or deliver health and activity based programs and events for youth.	Community & Economic Development
Water supply free from contaminants.		Work with TasWater to ensure water supply to residents is free from heavy metal contamination.	Environmental Health
Support cultural activities that	Arts and cultural activities are encouraged and supported.	Work with community groups, businesses and organisations to foster and support cultural activities.	Community & Economic Development

Strategic Direction	Output	Year 1 Annual Plan Action	Lead Responsibility
foster social engagement and emotional wellbeing and provide opportunities for creative expression.	Community events and activities are supported, encouraged and delivered.	Encourage the utilisation of recreational and community facilities by supporting community organisations and/or individuals that deliver community events and/or activities.	Community & Economic Development
		Assist in community events by providing services and assistance as required.	Works and Services
		Develop a Council Volunteering Strategy.	Corporate Services
		Manage, coordinate and deliver the Furneaux Islands Festival.	Project Delivery (Community &